

SOCIAL CAPITAL IN ORGANIZATIONS

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Abstract

Social capital is considered suitable field for productivity and human capital and physical and a way to achieve success and improve organizational performance. Organizations with social capital can create the way to success. The use of social capital at the organizational level has benefits and dimensions and components that are commensurate culture. Organizational social capital from the past, attention to the organizations as social actors, as well as accuracy of experts to the needs and social problems associated with the organization has created suitable situation for the spread of the concept of social capital in organization.

Keywords: Social Capital, Organization, Performance

1. Introduction

Organizational social capital from the past, attention to the organizations as social actors, as well as accuracy of experts to the needs and social problems associated with the organization has created suitable situation for the spread of the concept of social capital in organization. Organizational social capital is in its infancy. Although there are various factors of social capital in organizational theory for a long period, but this concept has recently been entered in organizational analysis. Organizational social capital is an asset that is beneficial both for the organization (through the creation of value for stakeholders) as well as members of the organization (through improving the skills of the employees. In other words, organizational social capital refers to informal dimension of organization that is based on organizational communication networks and also mutual trust (complementary formal dimension of organization) (Ebili & Zare Khalili, 2013: 131). In the past, employees were assessing by job description and job specification but today's over duties behaviors are important (Goudarzvandchegini & Gilaninia, 2011). Social capital generally represents large internal resources that has provided by access and relationships of an individual or organization. A company can obtain a huge advantage from internal relationship and among organizations. Secure internal social capital will facilitate internal coordination, the creation and collection of knowledge and creativity. Social relationships among members of the organization, innovation, growth, and other enhance organizational outcomes. It seems that safe social capital promotes innovation through the use of knowledge and increase competitiveness of enterprises and the likelihood of success (Chuang & et al, 2013). High speed of social changes has introduced

knowledge as the new stimulant motor in development organization (Gilaninia & Asadi Matak, 2012). Social capital networks in the form of a dense have connections of strong and high that creates trust, norms and requirements and interactions of repetitive and intensive help to organizations to build relationships and attract knowledge and other sources needed of innovation in the organization (Alguezau and Filieri, 2010). Improve the organization is a professional field in social activities and research in action. Improve the organization covers a wide range of activities with an endless developments. Creating a team with members of senior management, structural changes and job enrichment be considered examples of improving organizational performance. Continuous improvement of organizational performance in the light of attention to social capital creates a synergistic force that these forces can support programs of growth and development and creating opportunities for business excellence. Governments, organizations and institutions apply so much effort in this case. So for the growth and development that improve performance is its basic prerequisite, should be known Social Capital variables and It may be best utilized (Ahmadi & Feizabadi,2011).

2. Definition of Social Capital

Nowadays social capital is a useful concept in the humanities. Over the past 80 years this concept has achieved to the significant position as a theoretical view, that social communication describes individual and collective behavior, changes of economic growth and political participation both micro and macro levels (Sommerfeldt & Taylor,2011). In nowadays competitive world, survival chances are for organization that can adapt with changes in their environment (Gilaninia & et al, 2013). Social capital is a term that in recent years has entered field of social sciences and economics and in this respect has opened the new window in analysis and seeking issues of social and the economy. In this context, many studies have been done by scholars and scientists of these sciences.

Table 1) Definitions, objectives, analysis and the benefits of Social Capital (Ghafari, 2007: 191)

Theorist	Definition	Objectives	Level of analysis	Return on investment
Boride	It is resources that provides access to group goods	Providing economic capital	People in the competitions of class	Private (individual and group)
Lin	Access and use hidden resources in social networks	Providing hidden resources in relation to preserve existing resources	People on social networks and structures	Private (individual)
Coleman	Aspects from social structure that facilitate actions of targeted activists	Providing human capital	People in the field of Family and social	Public and private (individual and collective)
Putnam & Fukuyama	It facilitate Norms of trust and cooperation and collaboration networks to mutual benefit	Providing effective democracy and economic development	Regions and communities and groups in the field of national and international	Public (collective)
Cox	Scanning among people that are involved networks, norms and social trust.	Facilitating cooperation and strengthen coordination and tolerance	People in voluntary organizations	collective

pakestun	Coherence of objective and subjective among individuals	Increased capacity and ability to act	Micro and macro	Individual, group, collective
Turner	The force that enhance power of economic development in the community through Social relationships.	optimal economic development, collective ability of production	Micro, middle, collective	Individual, collective

Table 2- Dimensions and operational definitions of social capital

Concept	Main dimensions	Sub-dimensions		Operational definition	
Social capital	Informal trust	Informal trust		Responsive to what extent has trust to these people: Family members, relatives, and friends, neighbors, colleagues and classmates	
		formal trust		Responsive to what extent thinks that these institutions and organizations financed interests of society: education, police, municipalities... ,	
		Generalized trust		Responsive to what extent has trust to strangers and other people who are not familiar with them.	
		Reliability of environment		Find a bag full of money and give to its owner if lost in place	
		Feeling of security		Feel safe to walk in alley of the neighborhood streets during day and night	
	Norms	Cooperation	Feeling personal obligation		Feeling duty individual to help for the better living place and community
			Social gallantry		to ignore their money and time to improve place
		Collaboration	location Collaboration		A history of collaborative work in a public benefit place, or solve a problem
			Cooperation with authorities		Cooperation of people with authorities if requested them to saving water and electricity
		Capacity to accept differences		Enjoying person from to live with people who have different culture and customs of him./ Believing that the existence of different cultures help to place conditions./ The desire to live in a	

					multicultural society, not a cultural	
					- feel useful and be effective	
				Feeling effectiveness and efficiency	Belief of person to influence to solve the problems and improve the status of residence - person belief in the ability of people to solve local problems in case of their cooperation and harmony with each other	
				Value of life	Past life satisfaction / believing that society gives value necessary for person	
				Social mediation	Volunteer of person to intervene in conflict and a dispute between the two neighbors to reconcile	
				Social support	Emotional support	Help to friends or family during the past year in the following cases: Helping them to do some things / listen to their heart pain
					Economic support	To Lend a thing or furniture to them / to lend money to them
	networks	Horizontal network structure	Social participation	In the neighborhood	Attend the funeral of neighbors / participating in local celebratory occasions	
				Religious affairs	Participate in mourning ceremonies and religious / participate in the Friday Prayers	
				Organized	-Participating in conference and meetings / participation in parent-teacher meeting	
				collective entertainment	Go to the mountains and gardens for pleasure with others / weekly or annual family parties	
		Vertical network structure	Civil partnership	Civil traditions	Membership in: charity associations / interest-free family / religious mission	

				Membershi p in cultural groups	Membership in artistic groups / campaign / Cultural Center
				The new model of partnership	Nongovernmental organizations / political organizations / sports team / labor union / Parents Teachers Association
		Network qualities	Social cohesion		The importance of people to each other and not only think about their business / being able people to find real friends in the city and their residence / teaching respect for others by parents to children / successful education of schools in preparing young people for social life/ mosques constructive role in building a better life in the society / equality of individuals against law / kind relationship among people

3. Factors of social capital

According to James Coleman building factors of social capital is not out of the four categories:

- Institutional factors
- Spontaneous factors
- External factors
- Natural factors

Each of factors is divided into smaller groups that Its divisions can be seen in the following table (Parandi, 2009).

Table 3: Classification of factors building of social capital

Partial groups	General groups
Rational Irrational	Institutional factors
Rational Irrational	Spontaneous factors
Religion Ideology Culture and common historical experience	External factors
Relative Race and Ethnicity	Natural factors

4. Risks of Using Social Capital

Social capital has with costs and can sometimes be considered as destructive tool. A lot of research is done about the benefits of using social capital but it is not well considered to the

risks and threats. The first forms are concerned to actors who have a central role in social capital. Creation and maintenance of social capital in an organization need to spend a significant financial investment in order to maintain "relationship" between members. In some cases, the benefits of social capital are less than capital allocated to it. In other words, not always following inequality is true:

cost of maintaining relationship between Members > Benefits obtained from capital

The second threat posed by the use of social capital is concerned to created strong links in the organization; so that social capital tend to strengthening of relations between members and the solidity of these relationships, but research done in this field has shown that organizations and groups that have strong links with other units to perform their duties act slower to groups with weaker links. In other words, a strong relationship and link (as a result of social capital) have less effect than the weak links and groups that have a weak link with the other units are doing work faster and better. Hard-earned social capital may lead in fact lose conduct targeted realistic opportunity, poor decision making, therefore, blindly call of higher levels of social capital can lead a waste of resources and deprivation and despair (Villena & Revilla & Choi,2011). Another problem of social capital is concerned to the benefit of "integration". This advantages mentioned in the previous section may bring in some cases invert result for the main actors. Having too Integration with the members of a group may made actors working relationships and communication with them and reduces attention to the main objectives and mission and in some cases even takes replacement purpose. So that maintain relationships among members replace the goals and mission of the organization. In addition to the mobility aims, strengthen spirit "integration" can reduced the organization new ideas, lazy and smug of members (Parandi, 2009).

5. Discussion and Conclusion

In today's organizations, in addition to the specific vision and financial assets, capital related to human resources play a significant role in the success of the organization. To gain a sustainable competitive advantage in business areas, attention to assets related to human resources is first priority. Also among the enterprise resource, valuable source and scarce and non-renewable is base of competitive advantage. Assets related to human resources are one of these resources that are guarantee of business success in today's business world. Social capital refers to relationships among individuals and organizations that facilitate organizational measures and has ability to value creation in organizational processes. These relationships take place in the form of networks inside and outside the organization. On the other hand, most organization performance depends on the characteristics of the people who run these organizations. One of the attributes is leadership in the organization. Some researchers recommend that the effectiveness of organizational processes is in direct contact with the leadership style of organizations. It is noteworthy that leadership with the creation or optimum use of social capital is in direct contact. Social capital and intellectual capital is underlying development and economic performance, as well as civil society.

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